

PRE-COURSE WORK ASSIGNMENT

COURSE:	Fire Program Management, M-581
LESSON:	A, Leadership
UNIT:	1 - Leadership
SUGGESTED TIME:	1 hour
EQUIPMENT:	Internet access
MATERIALS:	Pre-course Work Assignment
OBJECTIVES:	Upon completion of the pre-course work, participants will be able to: 1. Describe the difference between Management and Leadership. 2. Explain the contents of selected leadership web sites.

I. ACTIVITY 1

Viewing the Fire Leadership web site and writing a short paragraph or two.

A. INTRODUCTION

The web site contains the Values and Principles of Leadership (Duty, Respect, and Integrity) and the Leadership Tool Box. This activity will give students an opportunity to become familiar with these sites and differentiate between Management and Leadership.

B. ASSIGNMENT

Access the web site listed below and view. Once you have become familiar with the principles, describe the difference between Management and Leadership.

<http://www.fireleadership.gov/>

II. ACTIVITY 2

Viewing two web sites and becoming familiar with their contents.

A. INTRODUCTION

This activity will allow the student to become familiar with other leadership web sites.

B. ASSIGNMENT

Access the web sites below and become familiar with their contents.

<http://www.nwlink.com/~donclark/leader/leadlnk.html>
<http://www.nwlink.com/~donclark/>

M-581 Fire Program Management
Pre-Course Work
Due to NAFRI by April 6, 2005

Name: _____
Email: _____
Work phone: _____

LESSON 1A Leadership

I. ACTIVITY 1

Viewing the Fire Leadership web site and writing a short paragraph or two.

ASSIGNMENT

Access the web site listed below and view. Once you have become familiar with the principles, describe the difference between Management and Leadership.

<http://www.fireleadership.gov/>

PRE-COURSE WORK ASSIGNMENT

COURSE:	Fire Program Management, M-581
LESSON:	1B - Safety
UNIT:	1 - Program Management
SUGGESTED TIME:	2 hours
EQUIPMENT:	Internet access
MATERIALS:	Pre-course Work Assignment
OBJECTIVES:	<p>Upon completion of the pre-course work, participants will be able to:</p> <ol style="list-style-type: none">I. Understand the difference between Regulations, policy, Directives and Guidelines and where agency Directives concerning safety come from.II. Become familiar with OSHA's involvement with the Agency. How, when and why will we have an OSHA inspection of investigation?III. You will also become familiar with Reason's Swiss Cheese model. This work will explain the difference between Person and Systems approach to accident causation.

I. OBJECTIVE

The following article will give the Fire Program Manager the basis for Federal Regulations governing Safety Programs

M-581 Fire Program Management

Pre-Course Work
Due to NAFRI by April 6, 2005

Name: _____
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Work phone: _____

ASSIGNMENT

- a. Read the following paper on Federal Regulations:

FEDERAL AGENCY SAFETY AND HEALTH PROGRAMS

The Occupational Safety and Health Act of 1970 was designed “to assure so far as possible every working man and woman in the Nation safe and healthful working conditions and to preserve our human resources.”

Section 19 of the Act specifically charges the head of each Federal agency with the responsibility to “establish and maintain an effective and comprehensive occupational safety and health program, which is consistent with the standards” set by OSHA for private sector employees. This broad mandate is further defined by Presidential Executive Order 12196, which identifies the responsibilities of the agencies and the role of the Secretary of Labor in developing, implementing, and evaluating such programs.

The Secretary of Labor also has been assigned broad responsibilities under Section 19 of the Act. Department of Labor regulations (Title 29 Code of Federal Regulations, Part 1960) spell out in detail the responsibilities of the Secretary of Labor and of the heads of other Federal agencies under the Act and the Executive Order.

This lesson will provide an overview of Section 19 of the Act, Executive Order 12196, and Part 1960 of Title 29 so that Federal employees and managers may be informed of their rights and responsibilities under the Act.

OSH Act – Section 19

In requiring an effective and comprehensive occupational safety and health program, Section 19 of the OSH Act places a much broader requirement on Federal agency heads than that required of employers in the private sector. Private sector employers must: (1) provide a workplace free of recognized hazards; and, (2) comply with the OSHA standards. However, under Section 19, Federal agency programs must include all aspects of a comprehensive program, not just compliance with the standards. Federal programs must deal with the human element, the workplace environment, training, motivation, and attitudes.

Section 19 of the Act further requires agency heads, after consultation with employee representatives, to:

- Provide safe and healthful places and conditions of employment;
- Acquire, maintain, and require the use of safety equipment, devices, and personal protective equipment;
- Keep appropriate injury and illness records and file an annual report of injuries and illnesses with the Secretary of Labor.

Executive Order 12196

The requirement to have a program “consistent” with OSHA standards (as required by Section 19) was expanded upon by Executive Order 12196 (February 26, 1980), which requires the agency head to:

- Comply with all standards issued under Section 6 of the Act except where the Secretary approves compliance with alternative standards; and,
- Provide procedures for adoption of alternative standards.

Additional elements of the Executive Order apply to all agencies of the Executive Branch except unique military equipment and systems.

The Executive Order does not apply to the judicial or legislative branches of the Government. However, since Section 19 of the Act covers all Federal employees, the Secretary of Labor cooperates and consults with the agency heads of the branches to help them adopt safety and health programs.

Executive Order 12195 also:

- Incorporates a General Duty Clause similar to the one in effect in the private sector (two previous Executive Orders did not include this).

- Requires an Occupational Safety and Health Program, including elements promulgated by the Secretary of Labor (i.e., 29 CFR 1960).

- Requires designation of an official with authority to represent the interest and support of the agency head to be responsible for the management and administration of the agency program.

- Necessitates prompt abatement (or an abatement plan) for unsafe or unhealthy working conditions.

- Establishes a discrimination clause (similar to Section 11(c) in the private sector). This prohibits retribution against employees who file complaints regarding unsafe or unhealthful working conditions.

Under the Executive Order, agency heads must:

- Assure periodic inspection of workplaces.

- Assure prompt response to employee reports of hazardous conditions.

- Assure employee representation during inspections.

- Operate an occupational safety and health management information system.

- Provide safety and health training for supervisors, inspectors, committee members, and other employees.

Most of these requirements are similar to those set forth in earlier Executive Orders. However, an area that was not covered previously was that of occupational safety and health committees.

Agency heads may establish certified occupational safety and health committees. If committees are established, they must be at both the national and other appropriate (e.g., regional or local) levels. The committees are to be joint labor-management committees. Agencies with certified committees do not generally receive unannounced OSHA inspections, unless half the members of the committee requests OSHA action.

Committees shall:

- Have access to agency information relative to their duties.

- Monitor performance of agency programs.

- Consult and advise the agency on the operation of the program.

Under the Executive Order, the Secretary of Labor has specific responsibilities, including:

- Leadership and guidance to agencies.

- Coordination with other agencies having responsibilities related to Federal employee safety and health.

- Issuance of basic program elements (29 CFR 1960, October 21, 1980).

The Secretary is also required to:

- Prescribe recordkeeping and recording requirements.

- Provide training materials and conduct training.

- Evaluate programs.

- Conduct inspections: when necessary if the agency does not have a certified committee; upon request of the committee; or when a committee fails to respond to an employee's imminent danger report.

Inspection results are reported to agency heads and to the safety and health committee, if any.

Executive Order 12196 includes special provisions related to the General Services Administration (GSA). GSA responsibilities include:

Establishing procedures for resolving conflicting standards for space released by GSA.

Requiring GSA personnel to accompany the OSHA inspector on inspections of facilities subject to GSA authority.

Assuring prompt attention to reports of unsafe or unhealthy conditions in facilities subject to the authority of GSA.

Providing safe supplies, devices, and equipment to other agencies and maintaining a product safety program.

29 CFR 1960

The third major reference concerning Federal agency safety and health programs is 29 CFR 1960 – Basic Program Elements for Federal Employee OSH Programs and Related Matters. Agency heads are required to operate their programs in accordance with the basic elements. However, there is flexibility so that agencies can implement their programs in a manner consistent with their mission, size, and organization.

There are 11 subparts in Part 1960, Subparts A-K, as follows:

Subpart A – General

Subpart B – Administration

Subpart C – Standards

Subpart D – Inspection and Abatement

Subpart E – General Services Administration and Other Federal Agencies

Subpart F – Occupational Safety and Health Committees

Subpart G – Allegations of Reprisal

Subpart H – Training

Subpart I – Recordkeeping and Reporting Requirements

Subpart J – Evaluation of Federal Occupational Safety and Health Programs

Subpart K – Field Federal Safety and Health Conditions

We will review some of the more important requirements of 29 CFR 1960 in this lesson.

In Subpart B, Agency Responsibilities (1960.8) states that each agency head is required to comply with the governmental equivalent of Sections 5(a)(1) and 5(a)(2) (The General Duty Clause and standards) and, as noted in Section 19 of the Act, develop, implement, and evaluate a comprehensive program.

The Federal program specifically extends the General Duty Clause and standards requirements to supervisors “to the extent of their authority” (1960.9). The 5(b) requirement in the private sector (regarding employee responsibilities) has its counterpart in 1960.10, with a specific addition relating to use of safety equipment.

Subpart D covers Inspection and Abatement. 1960.25 contains the important requirement relating to frequency of inspection. All areas and operations of each workplace, including offices, must be inspected annually. Where there is an increased risk of accident or illness due to the work performed, more frequent inspections are required.

The conduct of inspections, covering preparation, inspection procedures, and the written report, is dealt with in 1960.26. The guidelines for employee reporting of hazards are found in 1960.28. Section 1960.31 outlines the situations where OSHA would conduct an unannounced inspection.

Special provisions concerning GSA and NIOSH are covered in Subpart E, 1960.35.

Subpart F deals with Occupational Safety and Health Committees, their purpose, and functions. Ideally, such committees can perform a valuable function by maintaining an open channel of communication between employees and management concerning safety and health matters.

An important provision related to reprisals is contained in Subpart G. This Subpart incorporates the Federal equivalent of Section 11 (c) of the OSH Act. It provides that employees not be subject to restraint, interference, coercion, discrimination, or reprisal for their participation in the agency's safety and health program.

Subpart H deals with safety and health training. The type of training required for top management, supervisors, safety and health specialists, inspectors, employees with collateral duties, committee members, and employee representatives is spelled out in the Subpart.

Subpart I covers Recordkeeping and Reporting Requirements. Federal agency recordkeeping and posting requirements differ from private sector requirements. The Federal agency requirements are outlined in "Recordkeeping and Reporting Guidelines for Federal Agencies," OSH Publication 2014.

Evaluation of Federal Occupational Safety and Health Programs is outlined in Subpart J. Agency heads are responsible for conducting self-evaluations of their safety and health programs and the Secretary of Labor – OSHA is responsible for evaluating the extent to which each agency head has developed and implemented agency programs.

The final subpart of 29 CFR 1960, Subpart K, covers Field Federal Safety and Health Councils. Guidelines for establishing councils, membership, and participation, and operating procedures are provided.

We have discussed the fact that under Title 29, Chapter XVII is set aside for the Occupational Safety and Health Administration. Under Chapter XVII, the regulations are broken down into Parts. Part 1910, for example, is the standard you are all familiar with, "Occupational Safety and Health Standards," commonly known as the "General Industry Standards." Under each part, such as Part 1910, major blocks of information are broken down into Subparts. The major Subparts in the 1910 standards include:

- Subpart D – Walking-Working Surfaces
- Subpart E – Means of Egress
- Subpart F – Powered Platforms, Manlifts, and Vehicle-Mounted Work Platforms
- Subpart G – Occupational Health and Environmental Control
- Subpart H – Hazardous Materials
- Subpart I – Personal Protective Equipment
- Subpart J – General Environmental Controls
- Subpart K – Medical and First Aid
- Subpart L – Fire Protection
- Subpart M – Compressed Gas and Compressed Air Equipment
- Subpart N – Materials Handling and Storage
- Subpart O – Machinery and Machine Guarding
- Subpart P – Hand and Portable Powered Tools and Other Hand-Held Equipment
- Subpart Q – Welding, Cutting, and Brazing
- Subpart R – Special Industries
- Subpart S – Electrical
- Subpart Z – Toxic and Hazardous Substances

CITATIONS AND PENALTIES

Citations Issued by the Area Director

After the compliance officer reports findings, the area director determines what citations, if any, will be issued, and what penalties, if any, will be proposed.

Citations inform the employer and employees of the regulations and standards alleged to have been violated and of the proposed length of time set for their abatement. The employer will receive citations and notices of proposed penalties by certified mail. The employer must post a copy of each citation at or near the place a violation occurred, for 3 days or until the violation is abated, whichever is longer.

Penalties

These are the types of violations that may be cited and the penalties that may be proposed:

Other Than Serious Violation – A violation that has a direct relationship to job safety and health, but probably would not cause death or serious physical harm. A proposed penalty of up to \$7,000 for each violation is discretionary. A penalty for an other-than-serious violation may be adjusted downward by as much as 95 percent, depending on the employer's good faith (demonstrated efforts to comply with the Act), history of previous violations, and size of business. When the adjusted penalty amounts to less than \$50, no penalty is proposed.

Serious Violation – A violation where there is substantial probability that death or serious physical harm could result and that the employer knew, or should have known, of the hazard. A mandatory penalty of up to \$7,000 for each violation is proposed. A penalty for a serious violation may be adjusted downward, based on the employer's good faith, history of previous violations, the gravity of the alleged violation, and size of business.

Willful Violation – A violation that the employer knowingly commits or commits with plain indifference to the law. The employer either knows that what he or she is doing constitutes a violation, or is aware that a hazardous condition existed and made no reasonable effort to eliminate it. Penalties of up to \$70,000 may be proposed for each willful violation, with a minimum penalty of \$5,000 for each violation. A proposed penalty for a willful violation may be adjusted downward, depending on the size of the business and its history of previous violations. Usually, no credit is given for good faith.

If an employer is convicted of a willful violation of a standard that has resulted in the death of an employee, the offense is punishable by a court-imposed fine or by imprisonment for up to 6 months, or both. A fine of up to \$250,000 for an individual, or \$500,000 for a corporation, may be imposed for a criminal conviction.

Repeat Violation – A violation of any standard, regulation, rule, or order where, upon reinspection, a substantially similar violation can bring a fine of up to \$70,000 for each such violation. To be the basis of a repeat citation, the original citation must be final; a citation under contest may not serve as the basis for a subsequent repeat citation.

Failure to Correct Prior Violation – Failure to correct a prior violation may bring a civil penalty of up to \$7,000 for each day the violation continues beyond the prescribed abatement date.

Additional violations for which citations and proposed penalties may be issued upon conviction:

Falsifying records, reports, or applications can bring a fine of \$10,000 or up to 6 months in jail, or both.

Violations of posting requirements can bring a civil penalty of up to \$7,000.

Assaulting a compliance officer, or otherwise resisting, opposing, intimidating, or interfering with a compliance officer while they are engaged in the performance of their duties is a criminal offense, subject to a fine of not more than \$5,000 and imprisonment for not more than 3 years.

Citation and penalty procedures may differ somewhat in states with their own occupational safety and health programs.

b. The following web sites are the actual Regulations

Federal Executive Order

<http://www.eh.doe.gov/feosh/resource/eo12196.htm>

OSHA

<http://www.osha.gov/fso/osp/faq.html#oshaprogram>

29-CFR 1960 Federal Safety Program Standards

http://www.osha.gov/pls/oshaweb/owadisp.show_document?p_table=STANDARDS&p_id=11263

States

[Section 18 of the Occupational Safety and Health Act of 1970](#)

(The Act) encourages States to develop and operate their own job safety and health programs. OSHA approves and monitors State plans.

M-581 Fire Program Management

Pre-Course Work 1B
Due to NAFRI by: April 06, 2005

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How do directives fit in the hierarchy of laws, regulations, and other direction?

Following is a simplified illustration of this legal hierarchy.

CONSTITUTION		
Article I Legislative Branch Authorizes Congress to make laws	Article II Executive Branch Authorizes President to execute laws	Article III Judicial Branch Authorizes courts to interpret laws
LAWS (U.S. Statutes and U.S. Code)	EXECUTIVE ORDERS (Issued by President; codified in Title 3, Code of Federal Regulations and codified in CFR)	LEGAL DECISIONS (Case Law)
	REGULATIONS (Issued by Federal agencies; published in Federal Register and codified in CFR)	
	ADDITIONAL GOVERNMENT-WIDE GUIDANCE	
	INTERNAL AGENCY POLICY AND PROCEDURES Department of Agriculture <ul style="list-style-type: none">• Departmental Manual (DM)• Departmental Regulations (DR)• National Finance Center External Procedures Forest Service: <ul style="list-style-type: none">• Issues regulations at 36 CFR chapter II• Issues internal policies and procedures in Forest Service Manual (FMS) and Forest Service Handbook (FSH)• Negotiates master agreement with union	

M-581 Fire Program Management

Pre-Course Work
Due to NAFRI by April 6, 2005

Name: _____
Email: _____
Work phone: _____

II. OBJECTIVE

The following article will give the Fire Program Manager the basis for OSHA involvement with agencies.

1 ASSIGNMENT

- a. Read the following paper on OSHA:

OCCUPATIONAL SAFETY AND HEALTH ACT (OSHA)

In 1970, the Occupational Safety and Health Act, Public Law 91-596 was proposed. The act was passed in response to a significant increase of accidents and fatalities in the workplace. Section 19 of this Act required federal agencies to develop safety and health programs to meet the intent of the Act. The intent of the Act is that all employees are entitled to a work environment that is free from recognizable hazards which can cause of are likely to cause serious injury or death.

Executive Order 12196 was issued by the President in 1980 to more clearly define federal agency's responsibilities under Section 19 of the Act. It committed civilian agencies to comply with 29 CFR 1960 Federal Safety Program to conduct inspections, evaluations and, if violations of standards are found, to issue a Notice of Unsafe or Unhealthful Working Conditions. OSHA cannot issue fines or file criminal charges in the federal sector. 29 CFR 1960.8(A) authorizes OSHA to take actions on recognizable safety and health hazards even in the absence of a specific OSHA standard. If no OSHA standard exists, the agency safety standard becomes the accepted standard.

If an agency does not comply with their own safety standards, they can be cited by OSHA. As an example, since there are no OSHA standards for wildland firefighting, the 10 Standard Orders were created to mitigate hazards on a fire incident. When these 10 Standard Orders are not followed, firefighting personnel are exposed to recognized hazards which could invoke OSHA compliance activity.

What this means to your fire management program is follow established procedures. Do not break or bend the rules. The OSHA notices resulting from the South Canyon Incident are for not enforcing safety procedures such as the 10 Standard Orders and Downhill/Indirect Line Construction Standards.

A. OSHA Inspections

1. Reason for and scope of inspections:

(Be aware that the Agency will be doing an investigation concurrently while OSHA is conducting theirs. There will be some iteration but we continue to move forward with our investigation)

a. Fatalities.

In the event of death of a federal employee, you can expect OSHA to conduct an inspection. Scope of the inspection may be restricted to events surrounding the fatality or the compliance officer may expand the investigation to include other parts of your facility, up to and including a general inspection.

This change in scope will be based upon the existing condition the compliance officer observes while conducting their investigation. If they see problems, they cannot ignore them.

b. Serious Accidents (3 or more employees hospitalized).

Scope of the inspection may be limited to events relating to the injuries of the employees. At the discretion of the compliance officer, based upon their observations, the scope of the investigation may be expanded.

c. Employee Complaints.

These can trigger OSHA inspections. Inspections may be limited to the complaint items. Based on employee interviews and the compliance officer observations, the scope of the investigation may be expanded.

d. News Events.

An accident that may or may not involve an injury, but is seen on the evening news or in the newspaper, may trigger an investigation. The scope may be limited to the accident or expanded based upon the compliance officer's observations. Example: A dozer building a fire break on ridge top rolls into the ravine. Even though the employee was not injured because the safety equipment was used, the local news media turned the incident into a "news event." This may trigger an OSHA investigation.

2. OSHA Inspections:

- a. When the OSHA compliance officer (CSHO) arrives on the unit, they should ask to speak to the agency administrator.
- b. The CSHO should present their credentials. If they don't, ask to see them. You need to be sure they are who they say they are.
- c. An opening conference will occur. At that time, the agency administrator will identify the staff they want involved. CSHO will ask if theirs is a bargaining unit. If there is, the CSHO will ask that a bargaining unit representative be included in the investigation.

- d. During the opening conference, CSHO should explain the reason and scope of their inspection. The agency administrator will appoint a staff representative. (If it is a fire related inspection, the FPM may be the representative.)
- e. If the inspection involves a fire incident, a representative of the Incident Commander should also be appointed to take part in the inspection.
- f. OSHA will request records and documents. These could include training records, qualification records, Incident Action Plans, Fireline Handbook and other related documents. It is best to anticipate these requests and have the documents available.
- g. The best way to respond to questions posed by a Compliance Officer is to answer fully and truthfully. If you do not know the answer to questions, say so. You do not need to answer questions you are not asked.
- a. The Compliance Officer may want to interview employees in private. Provide a place for this.
- i. The CSHO will want to visit the site. Accompany them to the site. You may want to provide them transportation, depending upon location. If we require PPE for a visit to that site, provide that for the CSHO. They must comply with agency standards for PPE.
- j. Once the Compliance Officer has completed the inspection, a closing conference will be scheduled at which time the Compliance Officer should review all apparent violations. A report will be issued later with instructions on how to proceed.

This is your time to discuss the apparent violations, explain procedures and provide additional information. This should be a non-emotional presentation of facts and information. This is your chance to influence what will be reported.

If you don't believe you have violated a standard or disagree with the apparent violations, this is your opportunity to express that information to the compliance officer.

- k. Do not allow a confrontational relationship to develop with OSHA compliance staff. Remember: OSHA has the same goal as you do--that all your employees go home unhurt.

B. Conduct of Agency Representative During Inspection

- 1. Take detailed notes of discussions with the compliance officer.
- 2. During the inspection, don't agree or disagree, just continue to take notes. This is not the time to discuss right or wrong.

3. May want to take a camera. If the CSHO takes photos, you should also take photos.
4. As amiably as possible, show the CSHO anything they want to see.

C. OSHA Jurisdiction.

1. All federally owned lands.
2. Accidents or incidents involving all federal employees.
3. Contract firefighters would be under OSHA jurisdiction because they are private sector employees.
4. OSHA does not have authority over political subdivisions; therefore, it has no jurisdiction over state employees. However, in states that have OSHA approved state plans, the plan may cover state firefighters. Example is California.
5. Native American Lands and OSHA (Nation Sovereignty).
 - a. OSHA has no jurisdiction over operations which are owned and operated by tribal governments.
 - b. Once Native Americans are mobilized outside tribal jurisdiction or are paid by someone other than the tribal government, they come under OSHA jurisdiction.

The best defense to an OSHA inspection is to follow the rules. If you are in compliance with your own safety procedures, chances are there will be few violations

M-581 Fire Program Management

Pre-Course Work 1B
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III. OBJECTIVE

Human Factors has been used to describe accident causation for years. James Reason *professor of psychology*, University of Manchester has developed a unique way to look at Human Error. The following article by Reason will describe his findings in work he has done for bmj.com

1 ASSIGNMENT

- a. Get on this web site and please read the article by James Reason on Human error: models and management.

<http://bmj.bmjournals.com/cgi/content/full/320/7237/768>

- b. Please download this next work by James Reason. You will most likely want to keep this for your own use. Please also bring this to class.

http://www.hf.faa.gov/docs/508/docs/cami/00_07.pdf#search='FAA%20HFACS%20shapell%20%20DOT/FAA/AM00/7'

**“SAFETY AT IT”S BEST IS DOING
THE JOB CORRECTLY”**

PRE-COURSE WORK ASSIGNMENT

COURSE:	Fire Program Management, M-581
LESSON:	D - Decision-Making
UNIT:	1 - Leadership
SUGGESTED TIME:	1.5 hours
EQUIPMENT:	Internet access
MATERIALS:	Pre-course Work Assignment, "Decision Traps – an overview," and "A Lexicon of Decision Making", these two documents are in Unit 1 folder.
OBJECTIVES:	Upon completion of the pre-course work, participants will be able to: <ol style="list-style-type: none">1. Identify the process of decision-making.2. Access addition resources to develop personal decision-making regiment.3. Determine how the decision process can be applied.

M-581 Fire Program Management

Pre-Course Work 1D
Due to NAFRI by April 6, 2005

Name: _____
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I. ACTIVITY 1

Reading and exercise.

A. INTRODUCTION

This activity will allow the student to become familiar with a decision-making process and the traps that are present in decision processes.

B. ASSIGNMENT

Review “Decision Traps – an overview,” and “A Lexicon of Decision Making.” Once you have become familiar with the concept of the 10 decision traps, write an example of where the trap described in **number 6** exists in wildland fire management and where resources exist to avoid this trap.

M-581 Fire Program Management

Pre-Course Work 1D
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Name: _____
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II. ACTIVITY 2

Reading and exercise.

A. INTRODUCTION

This activity will allow the student to become familiar with a decision-making process and the resources to develop a regimented decision process.

B. ASSIGNMENT

Review the web sites listed below. Write an example of resources, processes or techniques that could be incorporated into a fire manager's decision-making process.

- 9/11 commission report - chapter 9 "Heroism and Horror" in the http://www.9-11commission.gov/report/911Report_Ch9.pdf – starting on page 321
- http://www.fireleadership.gov/toolbox/TDG_Library/references/HowWeDecide.pdf
- http://www.mapnp.org/library/prsn_prd/prb_bsc.htm
- <http://www.onlinewbc.gov/Docs/manage/decisions.html>

M-581 Fire Program Management

Pre-Course Work 1D

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III. ACTIVITY 3

Reading and questions.

C. INTRODUCTION

This activity will allow the student to become familiar with a decision-making process and by applying it to a wildland fire scenario.

D. ASSIGNMENT

Review the following scenario and answer the questions.

Your role in this scenario is as the Area Fire Management Officer. You are responsible for wildland fire on 3 million acres of public land. You report to two agency administrators.

On June 30th dry lightning storms start 40 new fires requiring you to set priorities for initial attack. All initial attack firefighting resources on the unit are committed to the highest priority fires. This has been a drought year. This is the time of year that typically has the lowest humidity and record high temperatures occur.

On July 2, during a, lightning ignited a fire 1 - 7 miles west of town. The fire was reported to the Dispatch Center on July 3. This area always has unreliable fire reports, and that has never been a problem. This fire is given a low priority.

Over the next 2 days the fire increases in size, the public expresses more concern about it, and you assign initial attack resources. On the afternoon of July 4 you send two engines to "take care of it". Arriving at 6:30 p.m. at the base of the ridge near the Interstate, the crew sizes up the fire but decides to wait until morning to hike in and begin firefighting efforts.

The next morning (July 4th), a seven person crew from the engines decided as a group to hike 2 ½ hours to the fire, clear a helicopter landing area (H - 1) and start building a fireline on its southwest side. The IA IC had not arrived yet but told the group to go ahead over the radio.

That day, dispatch receives little additional information from the fire. The information that makes it to you is from a crewmember that calls you from a cell phone with a broken message that said "no problem".

You commit aviation resources to other fires.

On the morning of July 6 the crew returned to the fire and worked to clear a second helicopter landing area (H - 2). More smoke reports from the area coming in to the Dispatch center. Later that morning you send smokejumpers to the fire. Upon arrival, a member of the smokejumpers becomes the IC. Information from the IC is that they can "handle it" with the resources they have.

M-581 Fire Program Management

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At what points do element(s) in the decision process occur?

Are there specific points in this scenario that are decision traps?

List the decision traps encountered.